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THE ORGANISATION AND WORK OF ARMY CORPS DIVISION AND BRIGADE STAFFS IN THE GERMAN ARMY IN PEACE.

By Major J. E. EDMONDS, R.E., D.A.Q.M.G.

THE following account of the organisation and work of Army Corps Division and Brigade Staffs in the German Army in peace has been mainly compiled from a book by General Janson, entitled "Dienst der Truppen-Generalstäbe im Frieden." The duties of the General Staff *in war* are very fully described in Bronsart von Schellendorf's well-known work, and are not touched on in this paper.

So far as can be traced, the division of Staff duties between General Staff officers and adjutants was made about 1814, in imitation of the system in vogue in the Staffs of the British Army under the Duke of Wellington, under which the duties were divided between the officers of the Quartermaster-General's and the Adjutant-General's Departments.

The German Army is territorial; the Army Corps is the administrative unit, and the Divisions and Brigades which go to form it are invariably quartered in the territorial district. The greater part of the Staff work is done at the Head-Quarters of the Army Corps. The Staffs of the Divisions and Brigades are small and their work unimportant. To explain the German system, it has therefore been necessary to devote the greater part of this paper to the Staff of an Army Corps.

THE STAFF OF AN ARMY CORPS.

Strength.

The staff duties in an Army Corps are conducted by the "Chief of the Staff," who is usually a colonel, brigadier, or major-general.

He has under him:—

- | | |
|--|-----------------------|
| 1 Field Officer of the General Staff | (Section Ia); |
| 1 Captain of the General Staff | (Section Ib); |
| 2 Adjutants, Field Officers, or Captains | (Sections IIa & IIb); |
| 1 "Attached" Field Officer | (Section IIc); |
| 3 to 6 Military Law Officials | (Section III); |
| 1 Corps Intendant | (Section IVa); |
| 1 Corps Surgeon | (Section IVb); |
| 1 Senior Military Chaplain | (Section IVc); |
| 1 Corps Veterinary Surgeon | (Section IVd); |
- and a subordinate *personnel* of registrar, clerks, and orderlies.

It will at once be observed that the combatant staff of a German Army Corps is considerably smaller¹ than that of a similar unit in any other Army, either in peace or war. General Janson states:—"That the Staff should be occasionally overworked is looked upon as a slight disadvantage compared with that of having idlers on the Staff, who merely get in each other's way or invent work to give themselves importance."

It will also be noticed that there are no Artillery or Engineer officers on the Staff. The Field Artillery is placed entirely under the Divisional generals, while the Fortress Artillery and Pioneers (Engineer troops) are, as far as technical instruction is concerned, under the Inspectors-General of these arms. All matters connected with the construction, maintenance, and armament of fortresses are under the Inspector-General of Foot Artillery and the Inspector-General of Engineers, Pioneers and Fortresses; the Empire for such purposes is divided into districts, which are not coincident with the Army Corps districts. The strategical rôle of fortresses and projects for erecting new works or demolishing old ones are subjects dealt with by the German Army section of the Great General Staff at Berlin, in consultation with the Defence Committee. As each fortress has a Commandant and staff, an Army Corps general has no responsibility for fortresses, except as regards the general discipline of the garrisons.

Buildings other than fortresses are the business of the Intendance,² not of the Engineers.

The Pay Department and the Supply Services are represented on the Staff by the Corps Intendant.

There is no Army Ordnance Corps; each unit keeps its own reserves and draws direct from some half dozen arsenals³; there is

¹ The German Expeditionary Corps to China consisted of:—

3 infantry brigades (each of 6 bat- talions),	Besides line of communication forma- tions, its Staff was made up of:—
1 cavalry regiment,	1 Lieut.-General,
1 field artillery regiment of 8 batteries,	1 Lieut.-Colonel Chief of Staff,
1 battalion heavy artillery,	4 General Staff officers,
2 light ammunition columns,	5-Adjutants,
1 pioneer battalion,	1 Naval officer,
1 railway battalion,	1 Field Intendant, with 4 assistants,
1 telegraph detachment,	3 Corps Surgeons, with 2 assistants,
1 bearer company,	4 Military Law Officials,
7 ammunition columns,	1 Paymaster.
3 supply columns,	
1 field bakery column,	
6 field hospitals;	

² Army Service Corps work in Germany is divided between the Intendance and the Train. The former is composed of officials, the latter of non-combatants. The Intendance deals with supply, allotment, and care of quarters and barrack equipment; the Train furnishes horses and drivers, and officers for supply columns, bearer companies, etc., and have no duties except transport.

³ Except in the case of certain units which do not exist in peace time (bearer companies, supply columns, ammunition columns), the mobilisation vehicles are stored at the various Train depôts under the inspection of the Master of the Ordnance, the head of the manufacturing departments.

therefore no need for a representative of the Stores Department on the Staff in peace, while in war Ordnance Stores are taken charge of by Lines of Communication Services.

Distribution of Work.

The distribution of work between the various sections of the Staff does not appear to be laid down definitely, but seems to be the result of tradition founded on some instructions issued in 1828.¹

It is usual for every officer to have distinct work; the senior officer in a section does not superintend the tasks of the juniors, unless an officer is placed under him for some special duty.

The usual distribution is as follows:—

Section I.—General Staff Officers.

Marches, movements by rail and steamer, large manœuvres, choice of manœuvre ground, mobilisation, fortresses and other defences (purposes in war), frontier protection, reconnaissances, maps, Staff, Infantry and Cavalry tours, Staff rides, theoretical winter schemes, everything bearing on the scientific education of officers, information on foreign armies, the drill books of the various arms, questions of organisation and public law as far as they concern the Army Corps.

Section II.—Adjutants² and Attached Officer.

Daily orders, garrison duties, states and reports, personal matters of officers and men, decorations, interior economy, punishments, transfers to punishment detachments, courts of honour, recruiting, reserves and Landwehr (including their training), discharges of men, invaliding, horses, arms, and ammunition, training of troops (so far as not touched by Section I.), troops on detachment, religious questions (partly in conjunction with Section IVc), printing, subordinate personnel of Staff.

Section III.—Military Law Officials³ (Chief Court-Martial Councillors: Oberkriegsgerichtsräthe).

Preparation of all legal matters which come into the purview of the Army Corps, general questions of legality, voluntary jurisdiction, inquiries into the private means of officers requesting leave to marry.⁴

¹ Instruktion über die Geschäftsführung bei den Truppen, 12 Juli, 1828.

² Adjutantur.—These officers are practically second-class Staff officers and are not considered sufficiently competent to be employed on General Staff work. On leaving the Staff College, the students are classified:—

1. Fit for General Staff (this includes Adjutantur);
2. Fit for the higher Adjutantur (this does not include General Staff).

³ These are generally military officers, who have undergone a special training.

⁴ Before an officer is allowed to marry he must show that he has a total income from all sources of about £240 per annum.

Section IVa.—Corps Intendant.

Finance, pay duties, supply, travelling, clothing, housing of troops (in consultation with Section I.), lodging allowance, building and buildings (not fortifications), purchase and maintenance of manœuvre grounds, assistance (financial)¹, personal matters of paymasters and probationary paymasters.

Section IVb.—Corps Surgeon.

Hygiene and hospitals, personal matters and training of medical officers, training of the men of the Medical Corps, examination of recruits and invaliding.

Section IVc.—Corps Chaplain.

Religious matters and the personal matters of the evangelical chaplains and their subordinates.

Section IVd.—Corps Veterinary Surgeon.

Veterinary matters.

The Chief of the Staff (Literally, "Chief of the General Staff").

The Chief of the Staff is responsible to the General for the whole of the work of the Staff; that it is done correctly and in accordance with regulations. When a question arises which cannot be settled by a reference to the regulations, it is his duty to examine it and lay his view before the General, but he has no right to insist on his view being considered. If the question has been examined and reported on by one of the Staff, as may often be the case in matters concerning Sections III. and IV., the Chief of the Staff is still responsible to the General for the action proposed, unless the latter expressly declares that his opinion is not required. Subordinates must therefore submit all their work to the Chief.

The Chief of the Staff is further responsible for seeing that there is no neglect of orders in any part of the Army Corps. He must always bear in mind the work of the Corps as a whole, including preparations for war, so far as it is controlled by the General, and he must call the General's attention to any measures which ought to be taken.

The Chief of the Staff arranges, either with or without special directions from the General, the detailed distribution of work. He must see that every officer in Sections I. and II. keeps himself informed of the work of his comrades, and that the General Staff officers understand the Adjutants' work; this may be done by occasional exchange of duties.

If several officers are employed in working out one scheme, the Chief of the Staff must ensure that they are in constant communication in order to prevent omissions and overlaps.

The Chief of the Staff fixes the office hours both for the officers and the subordinate staff. "For the former it is more important that they should be present at certain hours and get their work done punctually than that they should have fixed times of arrival and departure.

¹Officers may be assisted, when in financial straits, not incurred through their own folly, by gifts and loans of money.

There is no object in keeping officers in the office if their work for the day is finished; on the other hand, longer hours must be required if the interests of the Service render them necessary."

"As regards the hour of arrival, it must be borne in mind that it is most vital that officers should keep up their riding, and see as much of the work of the troops as possible. The more officers are considered in this way the greater amount of work will they do. Officers who cannot be trusted to work under these conditions are not fit for the Staff, and are best removed from it."

Office Routine.

The following is the *office routine*:—The letters are opened either by the General or the Chief of the Staff; the latter stamps them with the date of arrival, and marks those he will not deal with himself for the various sections. The papers are then passed to the Registrar, who sees that they are entered in the Journal and distributes them. Confidential documents, which should not fall into the hands of subordinates, are not entered in the Journal, but are scheduled by the Chief of the Staff himself or by the Senior Adjutant in the mobilisation Journal if the matter dealt with is mobilisation, or in the secret Journal.

Written communications between officers in the Headquarter Office are forbidden, while correspondence with the Surgeon and Intendance and Law Officials, who usually have offices elsewhere, is to be as limited as possible.

On certain days of the week all the officers and officials of the Staff assemble at the Headquarter Office to discuss business, speaking in the reverse order of their section numbers. They are usually dismissed as soon as their affairs have been dealt with, only the General Staff officers remaining to the end. Secret matters and any others on which the Chief of Staff wishes to speak in private are taken last.

Usually on other days of the week the Chief of the Staff, alone or with one General Staff officer, interviews the other officers and officials, but this depends on the General's wishes.

The Chief of the Staff usually initials all fair copies of documents and submits them to the General for signature at the next assembly of the Staff, or sends them to his house.

The Chief of the Staff is not only the first adviser of the General and director of the office routine but may have to represent him in his absence. This is laid down in the Order of 1st November, 1855:—

1. If no special substitute be appointed during the absence of an Army Corps General, the Chief of the Staff conducts the current business; he is also empowered, in pressing and urgent cases, to issue orders on his own responsibility in the name of the Army Corps General, if he is convinced that he alone is in a position to judge the circumstances correctly.
2. The General and the Chief of the Staff should not, as a rule, be absent at the same time; should it, however, be unavoidable, the powers of the Chief of the Staff under (1) do not pass to his representative. The latter is only authorised to deal with routine matters. If orders become necessary, the matter should be laid before the Senior General in the district.

An earlier Order, of the 28th August, 1814, laid down that orders signed by the Chief of the Staff should be marked "for the General Commanding" (*Von Seiten des Generalkommandos*).

A further Order of 25th October, 1877, made clear what matters the Chief of the Staff is not to deal with in the name of the General, but must submit to the Senior Divisional General or Governor, even if he is not stationed at Headquarters.¹ Under this ruling come powers with regard to Courts-Martial, Courts of Honour, punishments, complaints of officials, and transfers to the Reserves.

If a special substitute is appointed, all powers naturally pass to him. In the Guard Corps there is a special order, under which the senior General always takes charge in the absence of the General Commanding.

When representing the General, the Chief of the Staff must be careful never to censure any commander or troops; his functions are merely technical. Should there be any doubt about the interpretation of a regulation, the expressed views of his General must always be adhered to; in the absence of any such expression, the senior General should be consulted.

The manifold duties of the Chief of the Staff cannot be properly fulfilled unless the General gives him his full confidence, and does not in any way restrict his sphere of usefulness. His position is altogether dependent on the General, who may reduce him to a mere industrious head clerk or elevate him to the position of a trusted counsellor, sharing all his thoughts and knowing all his wishes.

The Chief of the Staff must, however, never seek to usurp the General's place; he must relieve him of all that is unimportant, prepare other matters correctly for his decision, and act with discretion when representing him. If he then, and only then, gains the General's confidence, his position is the most agreeable and most important that a zealous officer can attain, while still comparatively young. He will further gain if his relations with the General are not only merely official. No officer is too old to learn, least of all a Staff officer, and the Chief of the Staff will have great opportunities of receiving instruction if he is treated as a friend by his General when off duty.

At the same time, he must also be a teacher. The Chief of the Great General Staff of the Army has issued special regulations for the instruction of the General Staff officers of the Corps (including those of the Divisions) by means of Staff rides and problems. But the instruction must not be limited to these; it should be continuous but without being too apparent. For instance, it is not enough that the Chief of the Staff should correct or re-write the unsatisfactory draft of a report, he must give his reasons for the alterations or amendments; if time permits, it will be more instructive and less invidious to the junior if he is told to re-write his report from the new point of view than if the Chief of the Staff were to take the least tiresome course and re-write the paper himself.

Another important factor in the instruction is that original authorities should always be looked up, and each case judged on its

¹The headquarters of Army Corps and of one of the Divisions of an Army Corps are frequently in the same town, e.g., at Posen are stationed the Generals Commanding the Vth Army Corps, the 10th Division, the 19th and 20th Infantry, the 10th Cavalry, and 10th Field Artillery Brigades.

merits. Care must be taken not merely to trust to official precedents; they are convenient, but lead to a most dire state of bureaucratism.

The Adjutants should be instructed and dealt with in exactly the same way as the General Staff Officers, for they and the attached field officer are also immediate subordinates of the Chief of the Staff.

With the Corps Surgeon, the Corps Intendant, and the Law Officials, matters stand somewhat differently; they are generally older and frequently senior in relative rank to the Chief of the Staff, so that his relations with them require particular tact; they must in any case carry out any directions he may give with reference to work he hands out to them.

It is evident from the above that the Chief of the Staff must have a thorough knowledge not only of the regulations, but of the working of an Army Corps. The latter he must mainly acquire after the appointment to his post, and he cannot do so if he becomes a bureaucrat and does not move in the midst of the military life of the Corps. He must therefore, as far as time allows, attend the trainings of all the troops of the garrison and use the full powers accorded him for visiting all parts of the command. He is, in the first place, permitted to make a tour round all the garrisons soon after his appointment. Besides this he may accompany the General in alternate years to the spring inspections¹ and to the regimental and brigade inspections and the brigade manœuvres. He also attends, with the General Officer Commanding, the annual divisional manœuvres, any cavalry manœuvres which may take place, and assists in the reconnaissances for selecting suitable ground for manœuvres. The General may also attach him to a division for manœuvres or send him to be present at the range practices of the Field and Fortress Artillery.

Besides these operations with troops, there are the tours conducted by the General, the General Staff rides, the instructional Staff rides, as well as tours for special purposes.

During all these tours the Chief of the Staff must not only seek to make himself thoroughly conversant with all Service details, but should make the personal acquaintance of the officers and get to know the country and the inhabitants.

In the absence of the Chief of the Staff the senior General Staff officer acts for him, unless one of the Adjutants happens to be of a rank senior. An attached officer of whatever rank cannot claim to represent the Chief.

The General Staff Officers.

The First General Staff Officer (Section Ia) has the most work and the most responsible work of the command. To him are entrusted defence schemes, mobilisation, preparation for and the planning of the autumn and other large manœuvres. He therefore has much communication with the Corps Intendant (Section IV a), and also with the Corps Surgeon (Section IVb). He informs them of all they should know, without special directions from the Chief of the Staff.

Organisation questions and such as refer to Military Conventions with the other States of the Empire are also usually allotted to the senior General Staff officer.

¹ Company and battalion drill, or their equivalent.

He is, as already mentioned, the representative of the Chief of the Staff in the latter's absence; he must therefore be fully cognisant of all important matters dealt with by other sections, which have not been discussed at the Staff meetings. His position is more laborious and less easy and independent than that of the General Staff officer of a division. On account of the large responsibilities of the post, the first General Staff officer is generally selected from among the senior officers of the General Staff.

The Second General Staff Officer (Section Ib) does the rest of the General Staff work; he must always be ready to replace the first General Staff officer, and must therefore keep himself *au fait* with the work of Section Ia. It is advantageous, both for the purpose of assisting the first General Staff officer and instructing the second, if part of the mobilisation work is assigned to the latter; but it is very difficult to give him a *defined* task in it. His own work is usually light, but this is no disadvantage, as his position is really that of a learner.

The Chief of the Staff will therefore be doing him a great service if he attaches him to his person, and uses him as a collaborator in his work, as assistant in the planning and the conduct of Staff rides, instructional rides and war games, and hands over to him, regardless of the branch of the Service to which he originally belonged, the instructional question of all arms and the planning of schemes of instruction, which will make him thoroughly acquainted with the characteristics of every arm. If besides this he is given all the extra jobs and is made responsible for studying current military literature and keeping his Chief informed of all that is important, the second General Staff officer will not want for plenty of instructive work.

The Adjutants.

The principal work of the *First Adjutant* (Section II a) is the management of the "personal services" of officers, including Courts of Honour, and as a rule disciplinary punishments and transfer to the correctional detachments.¹ Part of this will usually be done in collaboration with one of the Military Law officials (Section III.).

It is desirable that all documents referring to Courts-Martial should be passed to this officer for perusal and remark as regards the incidents and procedure apart from their legal aspect. With the same object, the First Adjutant should occasionally attend the proceedings in person although the General, as confirming officer, may not do so.

In dealing with the personal matters of officers, the First Adjutant has a particularly confidential position; but he must never strive to place himself on the same level as the Chief of the Staff. The latter always controls personal services, and as a rule will conduct the affairs of the senior officers, from regimental commanders upwards, himself.

The Second Adjutant (Section II b) manages the rest of the Adjutant's work (see p. 813), consulting with the Corps Surgeon in

¹ These are companies of men who have committed offences against discipline; instead of being sent to prison they are stationed in a fortress and subjected to a particularly severe *régime*.

matters of invaliding and discharges as unfit for service. As regards recruiting, see under heading *Attached Officer* below.

The Adjutant who belongs to one of the mounted branches takes questions concerning horses, with the assistance of the Corps Veterinary Surgeon.

In the German Army only Princes have *Aides-de-Camp* (personal Adjutants). The Adjutants perform such personal duties as accompanying the General to public ceremonies, etc. They may be ordered to attend the General when he goes away on duty; but the usual rule is that the General Staff officers go with him to manœuvres and the Adjutants to the drill inspections. It is not desirable, however, that the Adjutants should be altogether cut off from the manœuvres, and full use should be made of the permission given by regulations to take all the officers of the Staff to the Divisional manœuvres against a marked enemy and to the Army Corps manœuvres.¹

During the absence of the Staff, the Attached Field Officer will be able to carry on the routine work, even should a part of the subordinate staff be taken to the manœuvres.

Attached Officer.

The duties of the *Attached Field Officer* (who is usually on the half-pay list: z.D.) are very variously conceived. It may, however, be accepted that in case of mobilisation he will remain behind and be appointed to the Staff of the General who takes over the district. From this standpoint it is proper to entrust him with the matters which become most important when the mobilisation has been completed and should remain in experienced hands. The first of these will be recruiting, from which the affairs of the Reserve² and Landwehr had best not be separated. It appears desirable also to keep the Attached officer fully instructed in the business routine of the Landsturm and the defence schemes, both of which are under Section I a.

As the Attached officer is the most permanent member of the Staff, and is seldom absent on duty, it is recommended that the subordinate *personnel* should be placed under him, so that he sees the Registrar's diary and gets an insight into the general work of the office, which will be most valuable to him on mobilisation. If he is also entrusted with the management of the office funds and the minor routine details of the office under the registrar (see pp. 820-821; he of course remains immediately subordinate to the Chief of the Staff), the Chief will be unburdened of much work and have time for other more important duties.

¹The annual brigade manœuvres last 5 days; the annual divisional manœuvres last 7 days (last 2 days against a marked enemy). Corps manœuvres last 3 days (last day against a marked enemy). Manœuvres of larger bodies generally take place before the Emperor and last 4 or 5 days.

²As a rule after 2 years' service in the Active Army, men spend 4 years in the Reserve, 5 years in the Landwehr 1st Levy, 6 years in the Landwehr 2nd Levy, and 7 years in the Landsturm. The various classes are recalled to service in reverse order of seniority.

*Military Law Officials.**Section III.*

The Chief Court-Martial Councillors (*Oberkriegsgerichtsräte*) are classed as Military Officials. They are generally officers of the Reserve or Landwehr. They do the legal work of the Staff in conjunction with such other sections as are affected — principally Section II., which deals with punishments. In this respect no definite duties are laid down for them in the New Military Code which came into force on the 1st October, 1900. They are merely the advisers of the General, who exercises such powers of confirmation, remission, etc., as are assigned to him.

Their ordinary duties are those of legal members of Courts-Martial. General Courts-Martial have as members 2 Military Law officials and 5 officers; District Courts-Martial have one official and 4 officers.

Besides these courts there are Imperial Courts of Appeal, which are formed of 3 judicial and 4 military members.

Section IV.

The Corps Intendant in his capacity as head of the Intendance of the Army Corps is responsible solely to the Minister of War, from whom he receives all directions as to administrative questions. At the same time, as head of Section IVa of the Staff he is personally responsible to the General, and entrusted with the working out of all questions concerning his section (finance and pay, supply, clothing, barracks, land and barrack building); whenever there is a question of expenditure, other sections should consult the Corps Intendant or his representative.

The agents of the Intendant are:—

1. A finance section.
2. A corps clothing office.
3. A supply section.
4. A section for administration of barracks and lands.
5. An office of building works (barracks).

The Corps Surgeon is head of the Medical Service, which is under the Medical Section of the War Office. At the same time, as Section IV b, he is a medical officer of the Staff. For mobilisation and manœuvre questions he must be in constant communication with Section Ia, and as regards discharging men as unfit and invaliding he works with Section II b.

The Lutheran Chaplain is not as a rule given office work, but when Section II is dealing with religious questions he should be called in to advise.

The Corps Veterinary Surgeon is an official who is only responsible to the military authorities; he manages veterinary questions, sometimes working with one of the Adjutants.

The Subordinate Personnel.

The subordinate personnel of an Army Corps Staff consists of a Registrar, 3 to 6 clerks, assistant clerks, etc., as required, among them a printer and a book-binder, and 2 to 4 orderlies.

The Registrar or Chief Clerk is very often a retired officer; but if he be a non-commissioned officer he is the superior of the other

subordinates, has the right to wear plain clothes, and is generally looked upon as an official; usually he has been promoted from clerk.

He has a great deal of responsible work, for in addition to his duties of Registrar, he is charged with the supervision of other Staff offices of the command, is in charge of the subordinate *personnel*, and has a mass of confidential matters passing through his hands, although secret papers are registered by an officer.

He is responsible for indexing and putting away all papers. He cannot be expected to know every precedent, but he must be able to put his hands on papers dealing with any particular class of matter. He must have a perfect memory; the most capable man available should be chosen without regard to seniority.

No officer or official, except the General or the Chief of the Staff, has the right to give the Registrar orders, except for drawing previous papers on a subject; the officer concerned is responsible that he gets the correct ones.

The Registrar should usually keep the following lists:—

1. Two date calendars, one for regular recurrent matters and one for special non-recurrent questions.
2. A black-list, arranged by sections, showing the papers which have been distributed but not dealt with and returned. This list is best made up weekly, presented each Saturday to the section concerned, and once a month to the Chief of the Staff, who can then see if there are undue delays.
3. A schedule of all papers received, arranged under two headings, general and special.
4. An index of printed matter.
5. A cash-book for the office funds.
6. A list of addresses of transferred, half-pay, and retired officers, so that they can be communicated with.
7. A list of officers on general leave.
8. A rough journal showing by their schedule numbers any papers which may be sent out, etc.

The *permanent clerks* are usually distributed to the officers of Sections I. and II. for work, and are immediately at their disposal. Papers approved by the General will be prepared or copied by any clerk to whom the Registrar may hand them; but in cases of necessity a particular clerk may remain entirely at the disposal of one of the officers.

One of the clerks will keep the rough journal of papers coming in and going out; the entries must always be made in it at the time. Directly a paper is scheduled its reference number should be put in the rough journal.

The *assistant clerks* are usually only employed as copyists, but they may be told off to particular sections; the number employed is to be kept as low as possible, and will therefore be variable.

The printing press should be used freely so as to reduce the amount of copying which has to be done by subordinate commands and units. The *printer* will therefore be employed continuously; as also the *book-binder*, who will bind up the documents and put away papers under the superintendence of the Registrar.

The work of the *orderlies* in fetching and carrying letters requires careful arrangement. Their work will be simplified by having a central military post-office or exchange. In order that their military

training may not be neglected, they must be changed every month, or at least every three months; they will be taken from second-year men or from men who have volunteered for extra service. The printer and book-binder must also be changed; but there is nothing to prevent them being detailed for a second tour of service in the Head-quarter office.

The subordinate *personnel* has fixed working hours; a pause is allowed for dinner, during which one or two clerks must remain.

One orderly must remain on duty during the hours that the office is closed, in case he is required, and during this time a notice on the door of the office should say where letters, etc., are to be taken.

There will usually be a certain number of standing orders in every office for the regulation of business.

STAFF OF A DIVISION.

The staff of a division is usually composed of:—

- 1 Major or Captain of the General Staff (Section I.).
- 1 Adjutant, Major or Captain (Section II.).
- 2 Military Law officials (Section III.).
- 1 Divisional Intendant (Section IV a).
- 1 Divisional Surgeon (Section IV b).
- 2 or 3 Chaplains (Lutheran and Catholic).

With a subordinate *personnel* of:—

- 2 Permanent clerks.
- Assistant clerks.
- 1 Printer.
- Orderlies.

The division of work is practically the same as in the Army Corps, but the scope is naturally not so great, nor are the proportions of the various parts of the work to each other the same.

Recruiting matters are not dealt with (except in the Hessian Division, No. 25), and the independent work in connection with mobilisation is very small. On the other hand, the work of planning and conducting manœuvres and making them fit into the time available is heavier.

There is no Chief of the Staff. The instructions of 22nd May, 1822, which are still valid, lay down that "the General Staff officer or Adjutant, whoever is the senior, is responsible for the regulation of business and its prompt execution." But the position of "senior" has only duties and no rights, and therefore the senior does not represent the General, is not necessarily present at interviews which the General may have, and has no influence on the work of sections other than his own.

Any changes in the distribution of work can only be ordered by the General. The senior cannot issue orders; he may, however, be authorised to sign simple notifications "by order." His work consists therefore in distributing correspondence, etc., to the sections, in inspecting and conducting the work of the subordinate *personnel*, and seeing that there is no undue delay in carrying out business by watching the "black-list" and letting sections know that they are behindhand. If this has no effect, he takes no further measures, and has nothing to do but to inform the General.

The subordinate personnel has no Registrar; the senior clerk undertakes the work. Owing to the smaller amount of correspondence a rough diary need not be kept.

THE STAFF OF A BRIGADE.

The staff of a brigade consists of one Adjutant (a captain or lieutenant), one or two clerks, and some orderlies. As the brigade has no General Staff officer, as in other Armies, the Adjutant has, in a small measure, many General Staff duties, particularly in the planning and conduct of the brigade manœuvres. In these matters the Brigade Adjutant requires a thorough training. The Brigadier cannot, however, expect an officer new to the post to be a complete master of the subject, and must give him much instruction, particularly as regards the planning of manœuvres.